

City Council

Special Meeting Agenda

**Tuesday, February 13, 2018
Library Meeting Room
951 Spruce Street
7:00 PM**

- 1. CALL TO ORDER**
- 2. CITY COUNCIL & CITY MANAGER INTEGRATION PROCESS**
- 3. CITY MANAGER'S REPORT & ADVANCED AGENDA**
- 4. ADJOURN**

Citizen Information

If you wish to speak at the City Council meeting, please fill out a sign-up card and present it to the City Clerk.

Persons with disabilities planning to attend the meeting who need sign language interpretation, assisted listening systems, Braille, taped material, or special transportation, should contact the City Manager's Office at 303 335-4533. A forty-eight-hour notice is requested.

SUBJECT: CITY MANAGER INTEGRATION PROCESS

DATE: FEBRUARY 13, 2018

**PRESENTED BY: BOB MUCKLE, MAYOR
CHRIS LEH, COUNCILMEMBER
KATHLEEN DIRECTOR HIX, HUMAN RESOURCES DIRECTOR**

SUMMARY:

Ms. June Ramos, was hired on July 25, 2017 to assist with the transition from the departing City Manager to the new City Manager.

Ms. Ramos' scope of work included holding focus groups with City Council, community members and city staff to gather feedback regarding the qualities and characteristics desired in the next City Manager. In addition, Ms. Ramos was to work with City Council to assist them in solidifying the Council in working together even more effectively. One of the items identified in the City Council team building session was to follow up with the new City Manager and set expectations.

This Special Meeting is the culmination of that work and is scheduled for Tuesday, February 13 to clarify and set clear expectations with the new City Manager, Heather Balser. The agenda for the meeting is attached.

FISCAL IMPACT:

Approximately \$750

ATTACHMENT(S):

1. City Council and City Manager Integration Process Agenda
2. Louisville Council Summary from October 2, 2017

CITY OF LOUISVILLE
CITY COUNCIL AND CITY MANAGER INTEGRATION PROCESS
FEBRUARY 13, 2018
June E. Ramos, Facilitator
jramosassoc@mindspring.com



- Welcome/Meeting Purpose/Agenda Review
 - To begin the process of a successful assimilation
 - To build agreements on communication interaction
 - Identify issues/problems needing attention to facilitate the transition
 - Create a framework for accelerating the process of building trust
- Operating Agreements
 - BE respectful
 - BE present
 - BE engaged
 - BE honest
 - BE excited
 - Be mindful that our purpose is to serve the public
- Opening Remarks – Heather Balser, City Manager - My background/Items that might be helpful for you to know about me
- Council – Discussion - KEEP doing list
 - What we have experienced about you and your leadership and communication style so far
 - What we appreciate about your leadership and communication style
- Heather Balser – Discussion
 - What I appreciate about how the Council currently operates and how we work together
- Council – New expectations
 - What we would like you to do differently:
 - START doing list
 - STOP doing list
- Heather Balser – New Expectations - Ideas I have to make our working relationship even better
- June Ramos – Summarize comments and agreements
- Adjourn

City of Louisville
Council Effectiveness Workshop
October 2, 2017
Workshop Summary

June E. Ramos, Facilitator



Activity/Discussion	Notes/Ideas/Commitments
Welcome/Meeting Purpose – Mayor Robert P. Muckle	The Mayor welcomed and reviewed the meeting purpose and process that led us to this session. He also emphasized that this was not a Public Hearing; since it was a public meeting, no public comment would be invited.
Review of Operating Agreements	<ul style="list-style-type: none"> • BE respectful • BE present • BE engaged • BE honest • BE excited • Other - <ul style="list-style-type: none"> ○ “Own” the data. If it is true for you, speak up!
Meeting Outcomes – My Priority	<ul style="list-style-type: none"> • Susan Loo – Efficient meetings; adjourn before 10 pm; building staff relationships • Jay Keany – Rhythm and order to create meeting flow; build greater trust among Council members • Chris Leh – Tie the process into the hiring of our new City Manager; effective communication tools; create a vision for the City with the assistance of the new City Manager; surface any elephants in the room; order and efficiency balanced with flexibility • Ashley Stolzmann – Increase effectiveness; do more, better • Dennis Maloney – Take positive action; increase effectiveness as a body for the community • Bob Muckle – Focus on how meetings are run; build

Activity/Discussion	Notes/Ideas/Commitments
	<p>relationship with staff; policy</p> <ul style="list-style-type: none"> • Jeff Lipton – Improve focus and efficiency
<p>Prioritization of areas of improvement as a Council and action steps</p>	<ul style="list-style-type: none"> • <u>General Meeting Management Ideas</u> – <ul style="list-style-type: none"> ○ Track actual timing of how long agenda items took (projected vs. actual) over next few months during Council meetings; review timing data ○ Further discussion of no new agenda items after 10 pm ○ Based on timing during meeting, delay decisions until future meeting ○ Be more conscious on holding to timing on agenda ○ Substitute some study sessions with more special sessions ○ No surprise items on agenda without advance notice so we can prepare for discussion ○ Ask staff/City Manager to assist applicant preparation of their presentations to improve delivery; give applicants a time limit and hold them to it; have applicant provide a copy of their powerpoint slides to include in the packet for prior review ○ Advance Agenda – request more description/sentences/bullets for each agenda item, to go beyond just the “title” of the agenda item; how we message the agenda (not quasi-judicial items) • <u>Mayor’s Use of Effective Facilitator Techniques</u> – <p>Several ideas were generated. It was suggested and agreed upon to allow the Mayor to implement some of the suggestions for up to six months. At that time, a formal review of the improvements can occur. However, during the next six months, Council can provide ongoing feedback along the way for immediate course corrections and improvements.</p> <ul style="list-style-type: none"> ○ Offer process checks during discussions. Summarize where Council is during the discussion or ask another Council members to summarize

Activity/Discussion	Notes/Ideas/Commitments
	<ul style="list-style-type: none"> ○ Provide more checking for understanding and listening checks during discussions ○ Frame the discussion better and keep Council focused on the current discussion point. (For example, during the budget discussion, rather than providing overall general reactions and responses, work through the sections of the budget, one at a time. Keep Council focused on that section before proceeding to the next section.) ○ Create better flow and provide more structure to the discussion. Jump in sooner if we get off track • <u>Public Comment – Three-Minute Rule</u> <ul style="list-style-type: none"> ○ Consistency is critical ○ Use a timer or other timing feedback device ○ Rules Committee will provide a recommendation around increasing public comment time to four or more minutes; also when and if to allow combined time ○ Start the timer after introduction of self; allow the citizen to start the timer? ○ Mayor to make a more clear statement when public discussion is ended • <u>Roles and Responsibilities/General Ideas</u> <ul style="list-style-type: none"> ○ More self discipline to avoid getting into the weeds ○ Review the seating assignments of Council. Consider seating the City Manager at the staff table, so that the City Manager can observe Council non-verbals ○ If one Council member feels information is incomplete (staff reports/recommendations, etc.), we ask that all Council support that request • <u>Constructive Feedback to Staff and Others</u> <ul style="list-style-type: none"> ○ We had a discussion on how to deliver constructive feedback to staff during presentations and asking questions. It is both

Activity/Discussion	Notes/Ideas/Commitments
	<p>what you say and how you say it (tone of voice).</p> <ul style="list-style-type: none"> ○ Focus on the issue/avoid personal attacks on the person
<p>Creating alignment and agenda preparation to welcome and onboard the new City Manager</p>	<p><u>Discussion/Agenda Items for Upcoming Council-City Manager Alignment/Expectation Setting Session</u></p> <ul style="list-style-type: none"> • Working with staff <ul style="list-style-type: none"> ○ Creation of a culture of Council-staff partnership ○ Clarify Council's expectations regarding staff reports – timely, complete, high-quality staff work ○ Request that staff provide recommendations, not just data ○ Challenge current perception of staff that Council does not like staff or wants an adversarial relationship with staff; help us counter those perceptions ○ Help us build an expectation that it is OK for Council to offer challenges, confront data, and ask tough questions during staff presentations (Disagreement and conflict is OK) • Help provide focus for Council by giving us direction on what kind of decision you need from us • Discussion on how City Manager can “manage up” to Council • While a lot of City Manager interactions are with the Mayor, Council requests that the new manager build individual relationships with each Council member as well • Communication protocols <ul style="list-style-type: none"> ○ Copying entire Council on notes/Ward meeting notes, etc. ○ Staff responses to citizens – copy entire Council ○ Follow up communication (notes or minutes) of Ward meetings
<p>Summary and Next Step Actions</p>	<ol style="list-style-type: none"> 1. Meredyth (City Clerk) will research timers for use during public comment 2. Meredyth will schedule time at a future Council

Activity/Discussion	Notes/Ideas/Commitments
	<p>session (approximately 6 months from now) for Council to review meeting management improvements</p> <ol style="list-style-type: none"> 3. June Ramos will transcribe summary notes of October 2, 2017 meeting and distribute to Council 4. Council will discuss who will work with June to prepare agenda for follow up session with the new City Manager. Susan recommended that she and Dennis serve that role or be included, because of their active involvement on the City Manager Search Committee. The Mayor will follow up with Kathleen Hix and June Ramos on this decision. 5. June Ramos will meet and interview the newly hired City Manager prior to the upcoming Council and City Manager integration session 6. Combined City Manager and Council Session – not less than 14 days of initial hire, and no more than 30 days. 7. June Ramos will stay in touch with Kathleen Hix and the Mayor on updates of the hiring process for scheduling purposes